

TAB

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(CLASSIFICATION)

63-9398

OFFICE OF THE DIRECTOR

Action Memorandum No. A-742

Date 20 DEC 1963

TO : Deputy Director (Intelligence)

SUBJECT : Printing

REFERENCE:

1. Attached is a copy of the report of the ad hoc CIA Printing Committee pertaining to the printing burdens imposed by your Directorate upon the Printing Services Division. Their recommendations for actions to reduce this workload are approved and steps to implement these recommendations should be taken immediately. Since under current Agency policy you are responsible for the production of intelligence by OSI as well as that of the Intelligence Directorate, the implementation of these recommendations should be applied to them and coordinated, as necessary, with the DOD/INT.

2. The Assistant Deputy Director (Intelligence) for Management or another equally senior and appropriate officer on your immediate staff should be assigned the responsibility for personally approving the printing of all publications involving complex combinations of color, type, graphics and other devices utilized primarily for enhancing eye appeal and "salesability." These practices must be eliminated in any instance where they do not contribute significantly to the substantive quality and utility of the published material.

3. In addition, procedures within your Directorate should provide for the approval at the D/I level of all deadlines which to be met would require the use of overtime or significant rescheduling of requisitions on hand by Printing Services Division.

4. Should the implementation of the recommendations of the Printing Committee fail to result in a significant reduction in the printing burdens presently falling upon the Agency's printing facilities, the only alternative will be the reallocation of manpower resources to

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Printing Services Division in proportion to the workload imposed by the components of the agency. In the case of the Intelligence Directorate, this could mean as much as 10% of a current requirement for 30 positions and \$350,000. Resolution of this situation in such a manner should be unnecessary if senior officials understand the seriousness of the problem and personally participate in its resolution.

(Signed) Lyman B. Kirkpatrick

Lyman B. Kirkpatrick  
Executive Director - Controller

OBPAW/JMC/PMH/002/20 Dec 63

Distribution:

Orig. & 1 - Addressee

1 - DB's

1 - DECI

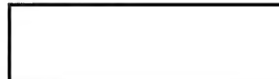
1 - Exec. Dir-Compt

1 - Exec. Registry

1 - OBPAW

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1 - DD/S + T



- 9 Jan 64

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EYES ONLY

19 December 1963

MEMORANDUM FOR: Executive Director

SUBJECT : Printing

1. The CIA Printing Committee has completed a rapid examination of the burden placed by the DD/I upon the Agency's printing facilities. We are forwarding to you recommendations based on this survey alone, prior to our investigation of other Agency components, because of the urgency of the problem and because approximately 80% of PSD's work load is provided by the DD/I.

2. Format, Techniques, and Graphics

Our examination has confirmed the existence of a trend, almost universal in the DD/I, toward the use of a variety of techniques to improve the appearance of publications of all categories. These techniques include graphics of various types, multi-colored charts and illustrations, photo prints, fancy covers and bindings, typesetting, etc. This trend shows no sign of leveling off; on the contrary, it is picking up speed. However commendable it may be in itself, and regardless of the kudos it has won from admiring readers, it must be brought under control. It contributes significantly to the work load of PSD and to increasing the cost of its operations.

Recommendations

That the AD's be directed:

a. to employ graphics and like devices more sparingly, and never merely for the sake of appearances;

b. to use PSD's limited facilities in this general area with greater discrimination, reserving the full treatment for publications which will be

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**SECRET EYES ONLY**

read by high-level government officials and drastically reducing color and the other graphic devices in publications such as technical and economic research papers which are basically analyst coding to analyst;

c. to consult PSD as far in advance as possible when graphics are desired in a publication, both for advice on what would be appropriate and for a determination of what would be feasible in terms of PSD's current work load; OK

d. to approve personally the printing of publications involving extensive use of graphics, color, and similar presentation devices. OK

### 5. Proliferation of Publications and Excessive Printing

The Committee has taken note of the tendency of publications to proliferate, at considerable expense to PSD. This proliferation is seen both in the birth of new publications which are merely added to those already extant and in a steady rise in the number of printed copies of each item. We have encountered many examples of research papers on esoteric or nuts-and-bolts type subjects which we feel would have very limited readership but which are run off in relatively large numbers and eventually create a storage problem. There are also a number of examples of publications which have no official status but are nevertheless submitted daily to PSD for printing and which have a not inconsiderable circulation.

#### Recommendations

That the AD's be directed:

a. to make a hard-nosed survey of the recipients of the regular publications for which they are responsible with the aim of reducing bloated distribution lists and cutting the number of printed copies to manageable proportions; OK

b. to cut the number of printed copies of publications and special issuances to no more than 5% above the distribution list proven necessary; OK

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SECRET, EYES ONLY

c. to discontinue immediately certain publications which appear either to have little value or to have outlived their usefulness. Examples we have in mind are the Current Intelligence Digest, the Daily Summary, and Reconnaissance Activity;

d. to stop the printing of unofficial publications forthwith. Those we have noted are Daily Economic Highlights, Eastern European Intelligencer, Military Division Briefs, and Soviet Affairs Notes. If issued at all, these should be typed rather than printed.

#### 4. Deadlines and Priorities

We have noted a general tendency to submit requisitions to PSD with short deadlines and high priorities with too little regard for the fact that this practice requires overtime work. We recognize that much of this is inevitable. We feel, however, that in many instances the deadlines fixed are unnecessarily short and the priorities artificially high.

#### Recommendations

That the AD's be instructed:

a. in planning their production to allow adequate time for printing so as to avoid requiring overtime work in PSD to the highest degree possible; as

b. to assume personal responsibility for ascertaining that any short deadlines imposed on PSD are genuine. They should also look into the possibility of adjusting deadlines (on the CIB, for example) so as to make it possible for PSD to reduce its night shift. as

#### 5. Programs

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a.   PSD has recommended that   publications be produced by offset printing rather than mimeograph. This would require the purchase of some additional equipment (costing approximately \$35,000), but would yield annual savings in PSD of approximately \$67,400 and four personnel.   on the other hand, contends that the savings accruing to PSD through conversion to offset printing would be offset by increased costs in FBI, with no net gain for the Agency. PSD disagrees with this. The Printing Committee is inclined

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**EYES ONLY**

to support PSD's recommendation. However, because of the technicalities involved and the short time at our disposal, we have not felt it possible to make a firm statement to this effect.

Recommendation

That the DD/I be instructed to examine this problem immediately with FBI and PSD and to submit a report to the Executive Director on whether or not the savings envisaged by PSD are possible.

b. HIS. We call your attention to the fact that some 31% of CIA's entire printing requirements and 33.7% of the DD/I's stem from the HIS program. PSD devotes 90 man years annually to this program which costs, over-all, approximately \$275,000. Notwithstanding the recent USIB endorsement of the HIS program, responsible officials interviewed in the DD/I (except AD/OBI) felt that the expenditure of effort on the HIS was out of proportion to its value.

Recommendations

That the DD/I be instructed:

a. to conduct a searching examination of the HIS program and submit recommendations to the Executive Director as to whether, from CIA's viewpoint, it should be continued, reduced in scope, or altered;

b. to stretch out HIS printing requirements and deadlines so as to relieve pressure on PSD.

6. In conclusion, we would point out that we consider the attitude of the AD's to be of crucial importance. We found most of the offices visited to be more interested in justifying current practices and even expanding requirements than in cutting back and making more discriminatory use of resources. We believe, therefore, that the AD's must be brought to understand that the only alternative to effecting the economies recommended will be to transfer slots and funds to the PSD. It would be most helpful if

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it were realized throughout the Agency that the point has been reached where PSD cannot carry any new publications on the top of its load without taking something of equal size off the bottom.

Recommendation

That the DD/I be directed to provide the Chief, PSD, with a point of authority at the DD/I level to whom he can refer any printing problems which cannot be resolved between PSD and the AD concerned.

7. The Printing Committee is aware that the economies recommended, while necessary, will have the effect of downgrading the appearance of some Agency publications and reducing their appeal in a competitive market. It may be advisable, therefore, for DCI to stress at the USIB level the need for similar economies throughout the Intelligence Community.



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Chairman, CIA Printing Committee

**SECRET**



TAB

7 January 1964

MEMORANDUM FOR: Intelligence Assistant Directors  
Director, NPIC  
Assistant Director/OSI/DDO&T

SUBJECT : Printing Services

REFERENCE : ADDI/E Memo to DDE, 2 January 1964,  
same subject

1. By copy of reference, you have been given direction and guidance in your efforts to bring the DDI reproduction load and PSD capabilities into balance.

2. Tab B of reference outlined a scheme for assigning priorities, by series and in advance where possible, to help PSD plan its production. We need to apply the priorities concept to your production to ascertain if the concept is both sound and helpful, or if it needs modification, or indeed if any concept is worth the trouble.

3. Would you therefore please let me know what priorities you propose to assign to your publications so that I may consolidate results.

25X1A

PAUL A. BOREL  
Assistant Deputy Director  
Intelligence/Management

Distribution:

1 - AD/CI	1 - AD/RR
1 - AD/BI	1 - D/NPIC
1 - AD/SE	1 - AD/SI
1 - AD/CE	1 - DDI Chrono
1 - AD/O	1 - PAB Chrono

TOP SECRET

Approved For Release 2002/06/11 : CIA-RDP67B00558R000100020034-1

UNCLASSIFIED

( SECURITY CLASSIFICATION OF ATTACHED MATERIAL SHOULD BE CIRCLED TOP AND BOTTOM )

## ACTION SHEET

DATE REC'D IN IC

IC #

DESCRIPTION OF ATTACHED MATERIAL:

TYPE OF MATERIAL

DATED

FROM

TO

SUBJECT

DELIVERED TO

DEADLINE DATE

FOLLOW-UP DATE

## DIVISION ROUTING

TO	DATE	ACTION REQUIRED	INIT.	COMMENTS*
1. <i>File</i>			<i>ABM</i>	<i>3. For action.</i>
2. <i>AD</i>				
3. <i>du/PS</i>				
4.				
5.				
6.				

INSTRUCTIONS: Under each comment a line should be drawn across sheet and each comment numbered to correspond with the number in the "TO" Column.

\* If comments bear a higher classification than the attached material, the security classification of this sheet be changed.

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DD/ST# 0096-64-1

7 January 1964

MEMORANDUM FOR: Deputy Director (Science and Technology)

SUBJECT : Printing Services

REFERENCE : (a) Report of ad hoc CIA Printing Committee  
to Executive Director, 19 December 1963

(b) Executive Director-Comptroller Action  
Memorandum A-342, 20 December 1963,  
for DDI

(c) ADDI/M Memorandum for DDS, 2 January 1964

1. I am attaching for your information a copy of the report of the ad hoc CIA Printing Services Committee [reference (a)].

2. In transmitting this report to the DDI for action [reference (b)], the Executive Director-Comptroller stated:

Since under current Agency policy you (the DDI) are responsible for the production of intelligence by OSI as well as that of the Intelligence Directorate, the implementation of these recommendations should be applied to them and coordinated, as necessary, with the DD/S&T.

3. The DDI response to references (a) and (b), as well as to a plea by DDS for immediate action, is contained in reference (c), Tab A of which is now approved policy insofar as DDI components are concerned.

4. In reviewing this situation, I noted that, statistically, the OSI load on PSD during the past year was a modest 1.4% of the Agency total. More significant, however, was the OSI trend in the use of graphics, which apparently is up sharply at the

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Excluded from automatic  
downgrading and  
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very time when reductions in cartographic services and multi-color printing are sought. I understand, however, that OSI at times requests such services for the Office of DD/S&T, which has recurring needs for expedited graphics support.

5. I would therefore urge a careful review by components of your Directorate, and in particular by OSI, of the steps which they might take to lighten PSD's load, before it becomes necessary for DDS to take arbitrary action to make ends meet.

6. With your permission, I plan to deal with AD/SI on any reproduction problem involving OSI and ODDI jointly.

25X1A

PAUL A. BOREL  
Assistant Deputy Director  
Intelligence/Management

cc: Executive Director-Comptroller

Attachments:

Tab A - Report of ad hoc CIA Printing Committee to  
Executive Director, 19 December 1963

Tab B - ADDI/M Memorandum for DDS, Subject, Printing Services,  
2 January 1964

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**SECRET EYES ONLY**

Approved For Release 2002/06/11 : CIA-RDP67B00558R000100020034-1

**TAB A**

19 December 1963

MEMORANDUM FOR: Executive Director

SUBJECT : Printing

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Recommendations

That the AD's be directed:

a. to employ graphics and like devices more sparingly, and never merely for the sake of appearances;

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read by high-level government officials and drastically reducing color and the other graphic devices in publications such as technical and economic research papers which are basically analyst cooking to analyst;

c. to consult PSD as far in advance as possible when graphics are desired in a publication, both for advice on what would be appropriate and for a determination of what would be feasible in terms of PSD's current work load;

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~~SECRET~~ ~~EYES ONLY~~

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#### 5. Programs

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to support PSD's recommendation. However, because of the technicalities involved and the short time at our disposal, we have not felt it possible to make a firm statement to this effect.

Recommendation

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That the DD/I be instructed to examine this problem immediately with [ ] and PSD and to submit a report to the Executive Director on whether or not the savings envisaged by PSD are possible.

b. NIS. We call your attention to the fact that some 31% of CIA's entire printing requirements and 38.7% of the DD/I's stem from the NIS program. PSD devotes 90 man years annually to this program which costs, over-all, approximately \$875,000. Notwithstanding the recent USIB endorsement of the NIS program, responsible officials interviewed in the DD/I (except AD/OBI) felt that the expenditure of effort on the NIS was out of proportion to its value.

Recommendations

That the DD/I be instructed:

a. to conduct a searching examination of the NIS program and submit recommendations to the Executive Director as to whether, from CIA's viewpoint, it should be continued, reduced in scope, or altered;

b. to stretch out NIS printing requirements and deadlines so as to relieve pressure on PSD.

6. In conclusion, we would point out that we consider the attitude of the AD's to be of crucial importance. We found most of the offices visited to be more interested in justifying current practices and even expanding requirements than in cutting back and making more discriminatory use of resources. We believe, therefore, that the AD's must be brought to understand that the only alternative to effecting the economies recommended will be to transfer slots and funds to the PSD. It would be most helpful if

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Recommendation

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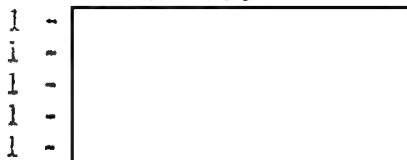
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Chairman, CIA Printing Committee

Distribution:

Orig & 1 - Addressee



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Chairman: [Redacted] yd/7424 (13 Dec 63)

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**TAB B**

2 January 1964

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Printing Services

REFERENCES : (a) Report of ad hoc CIA Printing Committee, 19 December 1963, [transmitted under cover of reference (c)].  
(b) DD/S Memorandum 63-5449, 20 December 1963  
(c) Executive Director-Comptroller Action Memorandum A-342, 20 December 1963

1. We have reviewed the report of the ad hoc CIA Printing Committee and noted the various alternatives outlined in references (b) and (c) for reducing the DD/I burden on the Printing Services Division.

2. Several of the programs referred to have been under study for some time, not strictly from the viewpoint of their impact on reproduction facilities, but, more to the point, as to their responsiveness to Community intelligence needs. This, we feel, is the much preferred approach, as is also suggested in the Executive Director-Comptroller's memorandum itself. Otherwise, the reproduction tail would end up wagging the intelligence production dog. We realize, however, that the present situation in PSD is such as to make a current downward adjustment in workload imperative.

3. In arriving at measures to be taken, we have noted that:

(a) The findings of the ad hoc CIA Printing Committee are understandably based upon past statistics, and a point by point response to their findings would not necessarily give PSD the relief needed.

(b) An across-the-board cut is unlikely to provide the desired relief inasmuch as each of the four plants involved has unique problems which are not uniformly relatable to the individual DD/I programs drawing on PSD for support.

(c) Many steps have already been taken, or are being taken, by DD/I components designed to reduce

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the load on PSD (e.g., the cooperative efforts of [ ] PSD which have resulted in an appreciable rollback of the number of books disseminated and the simplification in dissemination; the revision downward in NIS production, the number of NIS folios to be put through PSD in FY 65 being programmed at 38,000, down 20% from the number published in FY 63, and 15% from that estimated for FY 64).

4. We have issued to DD/I operating components the guidance and direction set forth in Tab A. The injunction to office heads to effectively keep printing and graphics below present levels, coupled with the devotion of increased and continuing attention to this problem should, we believe, give PSD the relief sought (which, to be consistent with the ad hoc committee's findings, would amount to an estimated 8% reduction).

5. Should it not prove to be necessary to take some of the steps indicated, we would, of course, expect to be informed--particularly as this might apply to the production of NIS General Surveys (which must be expedited) and to [ ] (an important program from a public relations viewpoint).

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6. On the other hand, if steps taken do not provide PSD with the required relief, we shall either indicate further cuts or transfer to DD/S the positions and monies necessary to meet the needs.

7. With your permission, I would plan to work directly with Chief, PSD to monitor the results of the current exercise and to resolve problems arising from disagreements between PSD and DD/I operating components.

8. By copy of this memorandum I am informing the Executive Director-Comptroller that we consider these undertakings as adequate responses to both reference (b) and

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reference (c) and that, therefore, no further action is required at this time, either on your part or ours.

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PAUL A. BOREL  
Assistant Deputy Director  
(Intelligence) for Management

cc: Executive Director-Comptroller

Attachments

Tab A - Proposed DD/I Interim Action in Relief of PSD  
Tab B - Concept for Assigning Reproduction Priorities

-3-

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TAB A

PROPOSED DDI INTERIM ACTION  
IN RELIEF OF PSD

I. General

- (a) DDI operating components are to be more diligent in contacting PSD as early as possible in the production planning stage in order to match customer desires with PSD capabilities (both as to techniques used and as to availability of plant capacity).
- (b) We shall seek to establish a practical means of assigning reproduction priorities designed to assist PSD in its scheduling problem.
- (c) ADDI/M will serve as a point in the O/DDI to be contacted to resolve any difficulties between DDI offices and PSD arising from conflicting priorities or other matters (such as use of overtime).

II. NIS

- (a) Stretch out production where necessary but continue giving relative priority to the General Survey.
- (b) Review Chapter 2 costs to ascertain means of reducing them.
- (c) Reduce still further the use of multi-colors where not mandatory for analyst-to-reader communication.
- (d) Stretch out production of Gazetteer.
- (e) Review FY 65 schedule of General Survey to relate with Cartographic Division's capability.

III. OCI

- (a) Use more stringent controls regarding the inclusion of graphics so as to hold within a level 5% less than present level.
- (b) Review publications primarily designed for analyst-to-analyst communication to reduce in number and to shift method of providing copy from mats to typing.

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- (a) Reduce (by perhaps 50%) the use of overtime in Cartographic Division (which in turn will reduce number of graphics accepted and hence scheduled for publication).
- (b) Reduce to minimum cartographic proofs furnished to customers, and reduce use of color to minimum level commensurate with efficiency and cartographic effectiveness.
- (c) Reduce supplemental printing of reports on an average of 50%.
- (d) Explore means of reducing production of Travel Folder City Maps.

VI. OCR

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- (a) Review handling of  Reports and seek further reduction in dependence of  PSD.
- (b) Go operational with DARE in BR as soon as possible (thereby reducing microfilm BR load on Plant 1 by about 50% - from 612,000 to 310,000).
- (c) Hold line on copies of BR publications disseminated to the recently reduced level and review possibility of reducing supplemental printing for stock.
- (d) Purchase automatic photo equipment for GR and absorb load commensurate with capacity of this equipment and recent single addition of a lab man in GR.

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- (e) Seek reduction of Xerox load in Plant 4 by having customer offices file NSA teletype copy.

CONCEPT FOR ASSIGNING  
REPRODUCTION PRIORITIES

A workable system for assigning reproduction priorities to intelligence products has two aspects: (1) ability to distinguish between production efforts on the basis of urgency of need (because of the level at which the request was levied, the timeliness of the information being reported, or its perishability); and (2) ability to justify a given level of graphics (to improve the communication of substantive information from analyst to reader or to increase the product's eye-appeal).

We shall establish five categories (I, II, III, IV, V) to govern relative urgency of reproduction, and five (A, B, C, D, E) indicating authority to resort to a given level of use of graphics. These two indicators, each with its own message, will be used in concert (I-B, III-C).

To the extent possible, production series (e.g. NIEs) will be assigned to categories in advance. This is an effort to minimize the need to deal with products on an individual basis, though we will always have unanticipated situations or some which will rate treatment as exceptions.

Rough definitions of these categories might be something along the following lines:

Category

I  
II  
III  
IV  
V

Assigned Degree of Urgency

Crash  
Urgent  
Routine (programmed)  
Routine (ad hoc)  
As can

Category

A  
B  
C  
D  
E

Authorized Level of Graphics

Anything goes  
Extensive graphics, including  
some eye-appeal  
Moderate, multi-color,  
substantive only  
Single color, substantive only  
No graphics

C-O-N-F-I-D-E-N-T-I-A-L

Thus a special report for the President might carry a I-A priority, indicating that it is to receive top handling in getting it through PSD, as well as the propriety of inclusion therein of any graphics thought to be desirable. On the other hand, a given reports series might be rated III-E, indicating that it should receive routine treatment, but that no resources were to be expended upon graphics.

TAB

9 January 1964

MEMORANDUM FOR: AD/CI  
AD/CR  
AD/NE  
AD/RR  
AD/SI  
C/RS/DDI

SUBJECT : Publications

1. As you know an ad hoc DDI Publications Committee has over the past few months held a series of meetings to explore means of:

- a. Examining the circulation of DDI publications;
- b. Rationalizing and unifying the format of DDI publications; and
- c. Reducing the variety and inconsistency in the types of publications issued.

2. A review of the record shows that progress has been made in formulating a list of elite consumers and procedures for reaching them; agreement largely reached on the feasibility of employing a standard cover with resort to color for purposes of identifying the issuing component; no perceptible progress in cutting down the number of art forms (media) used to communicate intelligence findings to consumers.

3. In taking the next step, I want to convene a meeting to ascertain:

- a. What steps have been taken by the production offices in reviewing their dissemination procedures, and with what results.
- b. How close we are to going operational on the new cover scheme.

3. How soon we can arrive at a new over-all rationale on types of publications.

4. In order to focus discussion on modifying present practice in the use of art forms, I have attached a list of 7 which, if adopted, would enable us to pretty much cover the field in more orderly fashion.

5. I would like to meet with a representative of your office at 2:00 Tuesday, 14 January to discuss this matter (USIN Conference Room).

25X1A

PAUL A. BOREL  
ADDI/M

cc: ADDI/PS

Distrib:

- 0 - AD/CI
- 1 - AD/CE
- 1 - AD/NE
- 1 - AD/RR
- 1 - AD/SI
- 1 - C/RS/DDI
- 1 - DDI Chrono
- 1 - PAB Chrono

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TAB

**PROPOSED AD HOC PUBLICATIONS SERIES  
OF THE INTELLIGENCE DIRECTORATE**

**CIA MEMORANDUM**

An article covering a timely subject bearing on current or developing policy problems for distribution to the highest levels. Would be formally coordinated within the Agency (informal coordination within the Community at the discretion of the initiating office). Subject to approval by the DDI Panel, it would have a special cover.

**BRIEF** (Geographic Brief, Economic Brief, Current Intelligence Brief, etc.)

An informative piece designed to "brief" the reader on a quick, current basis. Usually consist of a collation of facts on and an evaluation of a specific situation or problem. Coordination would be discretionary; it would be typed, mimeographed or multilithed; no cover; approval would be at the Division level; limited dissemination, if any. *not the case*

**MEMORANDUM** (Economic Memorandum, Geographic Memorandum, Current Intelligence Memorandum, etc.)

An analytical and speculative piece, more formal than the Brief and with commensurately more attention given to the appropriateness of coordination. Approval would be at the AD level. Written in the first instance for a senior Agency official, it would be prepared with a view toward wider circulation, internally and externally, but not have a distinctive cover.

**SECRET**

SECRET

#### REPORT

The staple product of the research offices designed to communicate the results of considerable research and analysis on a significant topic. It would be formally coordinated and approval would be at the AD level. Unlike the Brief and the Memorandum, it would have a cover and be given wide Agency and external dissemination.

#### RESEARCH AID

A technical paper in support of a research program written primarily to communicate with other analysts. Approval at the Divisional level, it would not have a cover.

#### STUDY

This would be almost exclusively the output of the DDI Research Staff.

#### HANDBOOK

This would include such production as the OCI country handbooks and the biographic handbooks.

SECRET



The underlining and "OK"s are  
Mr. Kirkpatrick's.

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